

COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

ROOM 32 ▪ CITY HALL ▪ BURLINGTON, VERMONT 05401
(802) 865-7144 ▪ (802) 865-7142 (TTY) ▪ (802) 865-7024 (FAX)

Memorandum

To: All Interested Agencies

From: Community and Economic Development Office, City of Burlington

Date: June 13, 2012

Re: Participation in the 2012-2013 We All Belong Program – Request for Proposals

The Community and Economic Development Office invites non-profit organizations, educational institutions and city agencies interested in participating in the We All Belong Program to submit an application for the 2012-2013 program year. To **request an application** and for more information, please contact Beth Truzansky at btruzansky@ci.burlington.vt.us (802) 865-7178. Applications must be submitted electronically to Beth Truzansky btruzansky@ci.burlington.vt.us by 4:00 PM **Friday, July 6th, 2012**.

In this packet

- P 1... The We All Belong Program
- P 3... 2012-2013 Training and Coaching Package
- P 4... We All Belong Program Timeline
- P 5... AmeriCorps*State Program Overview
- P 7... Cultural Competency Definition

About the Program

The goal of the We All Belong Program is to provide the tools and resources for organizations to build their cultural competence. We work to increase the cultural competency knowledge, skills, and awareness of staff and board members in your organization and to subsequently transform your organization into a more inclusive community partner. In doing so, we will create a broad foundation of positive communication, understanding and interaction across Burlington and beyond.

In 2010 we initiated a pilot program to support organizations engaged in change efforts to create more welcoming and equitable organizations. Over two years, we provided 50 hours of professional development to 70 leaders representing 11 organizations, schools and city departments. The Program partnered with CQ Strategies, a highly skilled consultant team that provided coaching and training to participants. The 2012-13 WAB package to support organizational change will include:

- Strategic Planning, Assessment and Skills Training for each organization's Cultural Competency Committee
- Coaching in one-one or small groups
- An AmeriCorps member (optional) to serve for one year in the participating agency. This member will provide direct service in addition to supporting the organization's cultural competency work.

We All Belong 1.0

For 2012-13 we will select a **new** cohort of 8-10 agencies to participate in the We All Belong Program. Since this is the first year, we're calling this *WAB 1.0*. Agencies chosen to participate will receive a unique package of coaching and training to support their diversity and equity goals. We are seeking agencies ready to make, at minimum, a one-year commitment to the program. The ideal applicant aspires to grow their organization to better serve and reflect Burlington's demographic diversity. This agency will demonstrate a commitment to engaging leadership (board, CEO and staff) and a clear desire for organization growth and change. *See page 3 for more information.*

We All Belong 3.0

We will continue to support the founding (2010) cohort. Since they are in year 3 of the program, we're calling this *We All Belong 3.0*. We will build on the learning and momentum gained from the first two years of working together to support individual and organizational change. This program will include affinity groups, three half-day retreats to maintain connection and learning from each other, and access to site-specific coaching. *See page 3 for more information.*

AmeriCorps*State Member

All participating sites can request an *AmeriCorps* member to support your diversity and equity work. Members will be full or part time and start on or after September 1st. Every effort will be made to select the most diverse team of local leaders possible. The AmeriCorps program is made possible by a grant from the Corporation for National and Community Service. *See page 5 for more information.*

Participating agency requirements:

- Participation is based on a clear commitment of your organization to cultural competency goals.
- Maintain an internal cultural competency team to oversee this work, to be composed of the Executive Director, a board member, representation of staff and if requested an AmeriCorps member.
- Commitment to fully participate in cultural competency trainings, follow up gatherings and peer network meetings.
- If the participating organization chooses not to host an AmeriCorps member, the organization will identify a staff point person in charge of coordinating the organization's cultural competency work.
- Cost share - \$9,000 per full time member for sites hosting AmeriCorps members, that covers the whole TA package (AmeriCorps cost share, training and coaching). For organizations not hosting an AmeriCorps member, the TA Package fee is based on your organization's budget (see table below). There is some scholarship money available; please contact Beth to request assistance.

Fee Scale:

Organization Budget	2011-2012 Fee
< \$250,000	\$500
\$250,000-\$499,000	\$1,000
\$500,000-\$1,000,000	\$2,500
\$1,000,000-\$2,000,000	\$3,500
> \$2,000,000	\$5,000

2012-13 We All Belong Training and Coaching Package

We All Belong 1.0

- 1) **One full-day retreat and four ½-day customized trainings** on select cultural competency issues for management and non-management groups across organizations. These trainings are designed for your entire Cultural Competency team (ED, Staff, Board Member, and AmeriCorps).
- 2) **Two of these ½-day trainings** will focus specifically on the book Switch: How to Change things when Change is Hard by Chip and Dan Heath, and how to apply the book's change strategies to the task of increasing cultural competency in organizations. The group will discuss and analyze strategies with proven positive effects as well as how similar strategies are or are not being implemented in member organizations. In addition, utilizing strategies from the book, individual organizations will generate an action plan for change that will serve as a road map for cultural competency work over the next year.
- 3) **Peer and Affinity group meetings:** In-person and online information sharing and coaching among participating agencies. These groups are an opportunity to share and discuss concerns and challenges as well as resources and successes in relation to the process of incorporating cultural competency strategies into their respective workplaces. They also cultivate a greater awareness on a community-wide level, beyond individual organizations, as well as personal support and relationships for continuing efforts when difficulties arise. We will hold **3 sessions for Executive Directors** to meet as a peer group. We will offer **2 affinity groups (meeting 3 times each)**, topics identified by participants, meeting between February-June. WAB will support information sharing with list serve and other online tools.

We All Belong 3.0

- 1) **Three ½-day customized trainings** on select cultural competency issues to build skills and share *bright spots* with participating agencies.
- 2) **Affinity group meetings:** In-person and online information sharing and coaching among participating agencies. We will maintain **3 Affinity groups** each meeting **6 times** over the course of the year. Participants will determine if we continue with the existing topics: Staff and Board Development, Learning to Talk about Race and Culture, Outreach and Marketing. These groups are an opportunity to share and discuss concerns and challenges as well as resources and successes in relation to the process of incorporating cultural competency strategies into their respective workplaces. They also cultivate a greater awareness on a community-wide level, beyond individual organizations, as well as personal support and relationships for continuing efforts when difficulties arise. WAB will support information sharing with list serve and other online tools.
- 3) **Site Specific Coaching:** WAB 3.0 agencies can have one session with CQ Strategies to provide one coaching with your CC team on customized topics as needed/requested. Additional sessions can be contracted directly with CQ Strategies and paid by your organization.

2012-2013 We All Belong Program Time Line

We All Belong Agency Selection

Wednesday, June 13 th	RFP distributed
Friday, July 6 th	Applications are due electronically to CEDO by 4:00 PM
Friday, July 23 rd	We All Belong agencies announced AmeriCorps*State placements announced

AmeriCorps Dates

Friday, July 30 th	Agencies hosting AmeriCorps submit AmeriCorps Position Description and Workplan
July-September	AmeriCorps Member Recruitment begins CEDO conducts Cultural Competency Pre-Screening for applicants Host sites conduct interviews
Friday, September 14 th	Mandatory training for AmeriCorps Supervisors, 10:00 AM-12:00 PM, Location TBD

We All Belong Trainings 1.0 Trainings for Cultural Competency Teams

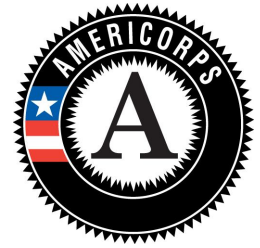
Friday, September 21 st	Full day retreat, 8:30 AM-4:30 PM, Location TBD
Friday, October 19 th	½-day training #1, 8:30 AM-12:00 PM, Miller Recreation Center, 130 Gosse Ct., Burlington (off North Avenue, former Armory)
Friday, November 16 th	½-day training #2, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, January 25 th	½-day training #3, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, March 22 nd	½-day training #4, 8:30 AM-12:00 PM, Miller Recreation Center
February, April and June, Dates TBD	Affinity/Peer Group Meetings
Wednesday, July 12 th	End of Year Celebration 3:30-7:00 PM, Location TBD

We All Belong Trainings 3.0

Friday, October 26 th	½-day training #1, 8:30 AM-12:00 PM, Miller Recreation Center, 130 Gosse Ct., Burlington (off North Avenue, former Armory)
Friday, February 1 st	½-day training #2, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, April 5 th	½-day training #3, 8:30 AM-12:00 PM, Miller Recreation Center
September,	
Wednesday, July 12 th	End of Year Celebration 3:30-7:00 PM, Location TBD

All dates are posted on the [We All Belong Google Calendar](#)

We All Belong AmeriCorps*State Program



The We All Belong Program offers participating agencies the support of an AmeriCorps member. AmeriCorps members can do both direct service and capacity building. This year CEDO has 14 full and part time positions we will allocate through a competitive process. Some of the most successful AmeriCorps placements have been:

- Two half-time members serve at the **VNA Family Room**. These women, one Somali Bantu and the other Nepali, recruited families from their communities to participate in the Family Room, helped provide childcare, provided translation when needed, and helped staff understand cultural practices and norms so they could better engage with clients.
- AmeriCorps member at **Local Motion's Bike Recycle** shop devoted half of her time to bike shop management (helping clients get/fix bikes and managing volunteers). As a former volunteer, she already understood the organization and committed half of her time to create more culturally competent systems. She assessed client satisfaction and created new customer service standards to make the bike shop more welcoming.
- AmeriCorps members with the **Burlington School District's AfterSchool Program** helped families register their children for afterschool care and complete childcare subsidy forms. He also spent time with children at the AfterSchool sites providing culturally diverse programs. The key success was a BHS graduate, from the Nepali community and was trusted and nimble to engage parents, complete forms and communicate with staff at the AfterSchool sites.
- AmeriCorps member at the **United Way of Chittenden County** interviewed each staff and board member to assess their experience and comfort talking about diversity and equity issues. This information influenced staff and board trainings and the creation of a Diversity Strategic Plan.

Recruitment

We All Belong AmeriCorps*State makes every effort to hire members that reflect our diverse community and understand our challenges. During their AmeriCorps service they will develop professional skills for further education, employment and service to their community.

Who Can Serve as an AmeriCorps*State Member?

Anyone can serve as an AmeriCorps member, they just have to be 17 years or older and a legal resident of the United States. Members may begin serving as early as September 2012 and serve through August 2013. AmeriCorps*State members may have another job or be in school.

Time Commitment	Service Hours	Living Allowance	Education Award*
Full time	1,700 hours	\$12,100	\$5,300
Half time	900 hours	\$6,035	\$2,365

In return for their service, AmeriCorps members receive an AmeriCorps Education Award up to \$5,300 that they can use to pay for higher education or to pay back qualified student loans. Other benefits include health coverage (full time only), and childcare for those eligible. For more information on member benefits, please go to <http://www.burlingtonvt.gov/cedo/>.

About AmeriCorps

AmeriCorps has a track record of accomplishment in the areas of education, public safety, the environment, and health and human needs. AmeriCorps is a network of three programs—AmeriCorps*State and National, AmeriCorps*VISTA, and AmeriCorps*National Civilian Community Corps (NCCC)—that support the engagement of nearly 75,000 Americans in service. For more information about AmeriCorps programs nationally, go to <http://www.americorps.gov>.

Vermont hosts 120 AmeriCorps*State members; the We All Belong AmeriCorps Program is one of five AmeriCorps*State programs in the state. Funding comes from SerVermont, the State agency to distribute resources from the Corporation for National and Community Service. SerVermont promotes, supports, and recognizes volunteerism and community service throughout Vermont. For more information about SerVermont, go to <http://servermont.vermont.gov/>.

Requirements for hosting an AmeriCorps Member

- Provide workstation for AmeriCorps members including desk, computer, phone and access to other essential office equipment. Provide members with site-specific training, tools, and transportation/mileage needed to successfully perform their service assignments.
- Be willing to hire and support an emerging leader that may represent diverse race or socio-economic backgrounds.
- Be able to provide supervision and support to members, including weekly supervision meetings, mid-year and end-of-year performance reviews and reports, an availability to offer guidance, feedback, and support to members.
- Commit to sending members to all trainings, meetings, and events sponsored by CEDO, SerVermont, and the Corporation for National and Community Service.
- Make reasonable accommodations for members who have disabilities (e.g. mobility, sight, mental health), pursuant to the Americans with Disabilities Act.

Further consideration in site selection will include:

- Ability to clearly demonstrate outcome-based measures and projects.
- Sustainability plan for post AmeriCorps projects and activities.
- Past performance of host agency if you have previously hosted an AmeriCorps member.

Definitions and Resources

A Working Definition of Cultural Competence

Cultural competence is a developmental process that evolves over an extended period. Both individuals and organizations are at various levels of awareness, knowledge and skills along the cultural competence continuum.

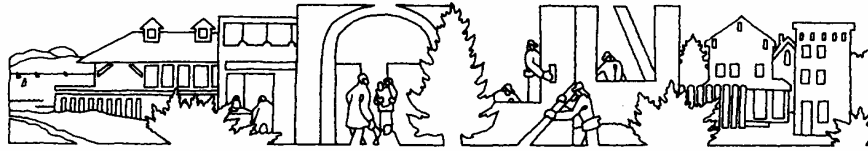
Cultural competence includes:

- having a defined set of values and principles, and demonstrate behaviors, attitudes, policies and structures that enable organizations to work effectively cross-culturally;
- having the capacity and commitment to (1) value diversity, (2) conduct self-assessments, (3) manage the dynamics of difference, (4) learn about and institutionalize cultural knowledge and (5) adapt to diversity and the cultural contexts of the communities organizations serve; and
- incorporating the above in all aspects of policy making, administration, practice, service delivery and systematically involving constituents, key stakeholders and communities.

Cultural competence also incorporates a social justice perspective and includes:

- recognizing and understanding the impact and influence of personal, institutional, and cultural dynamics of power and privilege;
- understanding the larger social context and systems and their impact on people's lives and interpersonal/group behaviors; and
- practicing social justice values such as equity, respect, fairness, cooperation, and shared responsibility.

Adapted from the National Center for Cultural Competence at Georgetown University definition
<http://www11.georgetown.edu/research/gucchd/nccc/>



COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

ROOM 32 ▪ CITY HALL ▪ BURLINGTON, VERMONT 05401
(802) 865-7144 ▪ (802) 865-7142 (TTY) ▪ (802) 865-7024 (FAX)

Memorandum

To: All Interested Agencies

From: Community and Economic Development Office, City of Burlington

Date: June 13, 2012

Re: Participation in the 2012-2013 We All Belong Program – Request for Proposals

The Community and Economic Development Office invites non-profit organizations, educational institutions and city agencies interested in participating in the We All Belong Program to submit an application for the 2012-2013 program year. To **request an application** and for more information, please contact Beth Truzansky at btruzansky@ci.burlington.vt.us (802) 865-7178. Applications must be submitted electronically to Beth Truzansky btruzansky@ci.burlington.vt.us by 4:00 PM **Friday, July 6th, 2012**.

In this packet

- P 1... The We All Belong Program
- P 3... 2012-2013 Training and Coaching Package
- P 4... We All Belong Program Timeline
- P 5... AmeriCorps*State Program Overview
- P 7... Cultural Competency Definition

About the Program

The goal of the We All Belong Program is to provide the tools and resources for organizations to build their cultural competence. We work to increase the cultural competency knowledge, skills, and awareness of staff and board members in your organization and to subsequently transform your organization into a more inclusive community partner. In doing so, we will create a broad foundation of positive communication, understanding and interaction across Burlington and beyond.

In 2010 we initiated a pilot program to support organizations engaged in change efforts to create more welcoming and equitable organizations. Over two years, we provided 50 hours of professional development to 70 leaders representing 11 organizations, schools and city departments. The Program partnered with CQ Strategies, a highly skilled consultant team that provided coaching and training to participants. The 2012-13 WAB package to support organizational change will include:

- Strategic Planning, Assessment and Skills Training for each organization's Cultural Competency Committee
- Coaching in one-one or small groups
- An AmeriCorps member (optional) to serve for one year in the participating agency. This member will provide direct service in addition to supporting the organization's cultural competency work.

We All Belong 1.0

For 2012-13 we will select a **new** cohort of 8-10 agencies to participate in the We All Belong Program. Since this is the first year, we're calling this *WAB 1.0*. Agencies chosen to participate will receive a unique package of coaching and training to support their diversity and equity goals. We are seeking agencies ready to make, at minimum, a one-year commitment to the program. The ideal applicant aspires to grow their organization to better serve and reflect Burlington's demographic diversity. This agency will demonstrate a commitment to engaging leadership (board, CEO and staff) and a clear desire for organization growth and change. *See page 3 for more information.*

We All Belong 3.0

We will continue to support the founding (2010) cohort. Since they are in year 3 of the program, we're calling this *We All Belong 3.0*. We will build on the learning and momentum gained from the first two years of working together to support individual and organizational change. This program will include affinity groups, three half-day retreats to maintain connection and learning from each other, and access to site-specific coaching. *See page 3 for more information.*

AmeriCorps*State Member

All participating sites can request an *AmeriCorps* member to support your diversity and equity work. Members will be full or part time and start on or after September 1st. Every effort will be made to select the most diverse team of local leaders possible. The AmeriCorps program is made possible by a grant from the Corporation for National and Community Service. *See page 5 for more information.*

Participating agency requirements:

- Participation is based on a clear commitment of your organization to cultural competency goals.
- Maintain an internal cultural competency team to oversee this work, to be composed of the Executive Director, a board member, representation of staff and if requested an AmeriCorps member.
- Commitment to fully participate in cultural competency trainings, follow up gatherings and peer network meetings.
- If the participating organization chooses not to host an AmeriCorps member, the organization will identify a staff point person in charge of coordinating the organization's cultural competency work.
- Cost share - \$9,000 per full time member for sites hosting AmeriCorps members, that covers the whole TA package (AmeriCorps cost share, training and coaching). For organizations not hosting an AmeriCorps member, the TA Package fee is based on your organization's budget (see table below). There is some scholarship money available; please contact Beth to request assistance.

Fee Scale:

Organization Budget	2011-2012 Fee
< \$250,000	\$500
\$250,000-\$499,000	\$1,000
\$500,000-\$1,000,000	\$2,500
\$1,000,000-\$2,000,000	\$3,500
> \$2,000,000	\$5,000

2012-13 We All Belong Training and Coaching Package

We All Belong 1.0

- 1) **One full-day retreat and four ½-day customized trainings** on select cultural competency issues for management and non-management groups across organizations. These trainings are designed for your entire Cultural Competency team (ED, Staff, Board Member, and AmeriCorps).
- 2) **Two of these ½-day trainings** will focus specifically on the book Switch: How to Change things when Change is Hard by Chip and Dan Heath, and how to apply the book's change strategies to the task of increasing cultural competency in organizations. The group will discuss and analyze strategies with proven positive effects as well as how similar strategies are or are not being implemented in member organizations. In addition, utilizing strategies from the book, individual organizations will generate an action plan for change that will serve as a road map for cultural competency work over the next year.
- 3) **Peer and Affinity group meetings:** In-person and online information sharing and coaching among participating agencies. These groups are an opportunity to share and discuss concerns and challenges as well as resources and successes in relation to the process of incorporating cultural competency strategies into their respective workplaces. They also cultivate a greater awareness on a community-wide level, beyond individual organizations, as well as personal support and relationships for continuing efforts when difficulties arise. We will hold **3 sessions for Executive Directors** to meet as a peer group. We will offer **2 affinity groups (meeting 3 times each)**, topics identified by participants, meeting between February-June. WAB will support information sharing with list serve and other online tools.

We All Belong 3.0

- 1) **Three ½-day customized trainings** on select cultural competency issues to build skills and share *bright spots* with participating agencies.
- 2) **Affinity group meetings:** In-person and online information sharing and coaching among participating agencies. We will maintain **3 Affinity groups** each meeting **6 times** over the course of the year. Participants will determine if we continue with the existing topics: Staff and Board Development, Learning to Talk about Race and Culture, Outreach and Marketing. These groups are an opportunity to share and discuss concerns and challenges as well as resources and successes in relation to the process of incorporating cultural competency strategies into their respective workplaces. They also cultivate a greater awareness on a community-wide level, beyond individual organizations, as well as personal support and relationships for continuing efforts when difficulties arise. WAB will support information sharing with list serve and other online tools.
- 3) **Site Specific Coaching:** WAB 3.0 agencies can have one session with CQ Strategies to provide one coaching with your CC team on customized topics as needed/requested. Additional sessions can be contracted directly with CQ Strategies and paid by your organization.

2012-2013 We All Belong Program Time Line

We All Belong Agency Selection

Wednesday, June 13 th	RFP distributed
Friday, July 6 th	Applications are due electronically to CEDO by 4:00 PM
Friday, July 23 rd	We All Belong agencies announced AmeriCorps*State placements announced

AmeriCorps Dates

Friday, July 30 th	Agencies hosting AmeriCorps submit AmeriCorps Position Description and Workplan
July-September	AmeriCorps Member Recruitment begins CEDO conducts Cultural Competency Pre-Screening for applicants Host sites conduct interviews
Friday, September 14 th	Mandatory training for AmeriCorps Supervisors, 10:00 AM-12:00 PM, Location TBD

We All Belong Trainings 1.0 Trainings for Cultural Competency Teams

Friday, September 21 st	Full day retreat, 8:30 AM-4:30 PM, Location TBD
Friday, October 19 th	½-day training #1, 8:30 AM-12:00 PM, Miller Recreation Center, 130 Gosse Ct., Burlington (off North Avenue, former Armory)
Friday, November 16 th	½-day training #2, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, January 25 th	½-day training #3, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, March 22 nd	½-day training #4, 8:30 AM-12:00 PM, Miller Recreation Center
February, April and June, Dates TBD	Affinity/Peer Group Meetings
Wednesday, July 12 th	End of Year Celebration 3:30-7:00 PM, Location TBD

We All Belong Trainings 3.0

Friday, October 26 th	½-day training #1, 8:30 AM-12:00 PM, Miller Recreation Center, 130 Gosse Ct., Burlington (off North Avenue, former Armory)
Friday, February 1 st	½-day training #2, 8:30 AM-12:00 PM, Miller Recreation Center
Friday, April 5 th	½-day training #3, 8:30 AM-12:00 PM, Miller Recreation Center
September,	
Wednesday, July 12 th	End of Year Celebration 3:30-7:00 PM, Location TBD

All dates are posted on the [We All Belong Google Calendar](#)

We All Belong AmeriCorps*State Program



The We All Belong Program offers participating agencies the support of an AmeriCorps member. AmeriCorps members can do both direct service and capacity building. This year CEDO has 14 full and part time positions we will allocate through a competitive process. Some of the most successful AmeriCorps placements have been:

- Two half-time members serve at the **VNA Family Room**. These women, one Somali Bantu and the other Nepali, recruited families from their communities to participate in the Family Room, helped provide childcare, provided translation when needed, and helped staff understand cultural practices and norms so they could better engage with clients.
- AmeriCorps member at **Local Motion's Bike Recycle** shop devoted half of her time to bike shop management (helping clients get/fix bikes and managing volunteers). As a former volunteer, she already understood the organization and committed half of her time to create more culturally competent systems. She assessed client satisfaction and created new customer service standards to make the bike shop more welcoming.
- AmeriCorps members with the **Burlington School District's AfterSchool Program** helped families register their children for afterschool care and complete childcare subsidy forms. He also spent time with children at the AfterSchool sites providing culturally diverse programs. The key success was a BHS graduate, from the Nepali community and was trusted and nimble to engage parents, complete forms and communicate with staff at the AfterSchool sites.
- AmeriCorps member at the **United Way of Chittenden County** interviewed each staff and board member to assess their experience and comfort talking about diversity and equity issues. This information influenced staff and board trainings and the creation of a Diversity Strategic Plan.

Recruitment

We All Belong AmeriCorps*State makes every effort to hire members that reflect our diverse community and understand our challenges. During their AmeriCorps service they will develop professional skills for further education, employment and service to their community.

Who Can Serve as an AmeriCorps*State Member?

Anyone can serve as an AmeriCorps member, they just have to be 17 years or older and a legal resident of the United States. Members may begin serving as early as September 2012 and serve through August 2013. AmeriCorps*State members may have another job or be in school.

Time Commitment	Service Hours	Living Allowance	Education Award*
Full time	1,700 hours	\$12,100	\$5,300
Half time	900 hours	\$6,035	\$2,365

In return for their service, AmeriCorps members receive an AmeriCorps Education Award up to \$5,300 that they can use to pay for higher education or to pay back qualified student loans. Other benefits include health coverage (full time only), and childcare for those eligible. For more information on member benefits, please go to <http://www.burlingtonvt.gov/cedo/>.

About AmeriCorps

AmeriCorps has a track record of accomplishment in the areas of education, public safety, the environment, and health and human needs. AmeriCorps is a network of three programs—AmeriCorps*State and National, AmeriCorps*VISTA, and AmeriCorps*National Civilian Community Corps (NCCC)—that support the engagement of nearly 75,000 Americans in service. For more information about AmeriCorps programs nationally, go to <http://www.americorps.gov>.

Vermont hosts 120 AmeriCorps*State members; the We All Belong AmeriCorps Program is one of five AmeriCorps*State programs in the state. Funding comes from SerVermont, the State agency to distribute resources from the Corporation for National and Community Service. SerVermont promotes, supports, and recognizes volunteerism and community service throughout Vermont. For more information about SerVermont, go to <http://servermont.vermont.gov/>.

Requirements for hosting an AmeriCorps Member

- Provide workstation for AmeriCorps members including desk, computer, phone and access to other essential office equipment. Provide members with site-specific training, tools, and transportation/mileage needed to successfully perform their service assignments.
- Be willing to hire and support an emerging leader that may represent diverse race or socio-economic backgrounds.
- Be able to provide supervision and support to members, including weekly supervision meetings, mid-year and end-of-year performance reviews and reports, an availability to offer guidance, feedback, and support to members.
- Commit to sending members to all trainings, meetings, and events sponsored by CEDO, SerVermont, and the Corporation for National and Community Service.
- Make reasonable accommodations for members who have disabilities (e.g. mobility, sight, mental health), pursuant to the Americans with Disabilities Act.

Further consideration in site selection will include:

- Ability to clearly demonstrate outcome-based measures and projects.
- Sustainability plan for post AmeriCorps projects and activities.
- Past performance of host agency if you have previously hosted an AmeriCorps member.

Definitions and Resources

A Working Definition of Cultural Competence

Cultural competence is a developmental process that evolves over an extended period. Both individuals and organizations are at various levels of awareness, knowledge and skills along the cultural competence continuum.

Cultural competence includes:

- having a defined set of values and principles, and demonstrate behaviors, attitudes, policies and structures that enable organizations to work effectively cross-culturally;
- having the capacity and commitment to (1) value diversity, (2) conduct self-assessments, (3) manage the dynamics of difference, (4) learn about and institutionalize cultural knowledge and (5) adapt to diversity and the cultural contexts of the communities organizations serve; and
- incorporating the above in all aspects of policy making, administration, practice, service delivery and systematically involving constituents, key stakeholders and communities.

Cultural competence also incorporates a social justice perspective and includes:

- recognizing and understanding the impact and influence of personal, institutional, and cultural dynamics of power and privilege;
- understanding the larger social context and systems and their impact on people's lives and interpersonal/group behaviors; and
- practicing social justice values such as equity, respect, fairness, cooperation, and shared responsibility.

Adapted from the National Center for Cultural Competence at Georgetown University definition
<http://www11.georgetown.edu/research/gucchd/nccc/>